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# ANNUAL REPORT

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Department of Social Services

1985 1986

Commonwealth of Massachusetts - Michael S. Dukakis, Governor  
Executive Office of Human Services - Philip W. Johnston, Secretary  
Department of Social Services - Marie A. Matava, Commissioner







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# Department of Social Services

## Annual Report 1985 - 1986

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# Introduction

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## MESSAGE FROM THE COMMISSIONER

"We can say today that we are working from a strong foundation of social work practice and agency systems."

To quote A. A. Milne: "Now We Are Six." The Department celebrated its sixth anniversary this past July 1. We are an agency that has moved out of its infancy -- not only because we now have a few years behind us, but because we can say today that we are working from a strong foundation of social work practice and agency systems.

This report presents our major initiatives over the past two years -- two years of accomplishments on behalf of children and families.

The report takes a look at foster care, an area in which we have come a long way and on which we will continue to focus our energies. This report also looks at our new supports to social work practice; at services to troubled adolescents; at services to investigate, treat and prevent child sexual abuse; at services to homeless families; and at accomplishments in several other areas.

I would like to say thank you to each of our social workers and other employees across the state, who work hard, with caring, compassion, and ability, on behalf of children and families.

Hats off as well to our foster parents. Your contributions to the lives of foster children are phenomenal and make a real difference.

Thank-yous also go to Governor Michael S. Dukakis for his strong support of human services; to Human Services Secretary Philip W. Johnston; to the Legislature; members of the judiciary; our provider agencies; the district attorneys; our mandated reporters; to Jack Williams of WBZ-TV and others in the media who have helped focus attention on social service issues; to our area board members for their advocacy and support; and to all the families and children who have worked so hard over the past two years, to handle difficult times, to reach for supports, and to work for healing and for healthy change.





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# "Professional Parenting"

## 1. Foster Care in 1986

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### Foster Children Are 15% of All Children Receiving Services

Of the 40,220 children receiving services from the Department in May of 1986, 32,240 were living at home, while 7980 were in out-of-home placement. Of these children, 6001 were in foster homes, representing 15 percent of all children receiving services.

#### Children Receiving DSS Services, May 1986

Living At Home	32,240	80%
In Foster Home		
w/ relative	1392	
w/ non-relative	4609	
	<u>6001</u>	15%
Group Care:		
Community Residential		
Care, Emergency Shelter,		
Hospitalization	1663	4%
Adoptive Home		
(pending finalization)	316	1%
Total	40,220	100%

### The Goal of Placement is to Reunite Families

As reflected by these percentages, the Department's emphasis is on providing family support services so that out-of-home placement is not necessary. Foster placement is seen as a temporary situation, while families receive services, which might include counseling, parent aides, or family and adolescent mediation. The goal of placement is a child's return home whenever possible. When a family cannot be reunited, we place the child with a permanent family in as timely a manner as possible.

### Numbers Show Successes in Permanency Planning

During Fiscal Year 1985, over 3500 children returned home from substitute care. Four hundred children had adoptions finalized. The number of children who were in foster care remained stable: 72% were in their first placement, and 14% were in their second.

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During Fiscal Year 1986, over 4,000 children returned home from substitute care. Four hundred and twelve children had adoptions finalized.

FOSTER CARE  
THEN AND NOW

The last thorough review of the Commonwealth's foster care system was based on 1971 data and published in 1978 in Alan Gruber's Children in Foster Care: Destitute, Neglected, Betrayed. Comparing current data to that contained in the Gruber report shows clearly that major positive changes have taken place:

A Comparison of Children In Foster Care

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	1971	1980	1986
Number of Foster Children	5933	7593	6001
Average # of Years in Foster Placement	7.5	-	2.5
Children in Foster Care More than Four Years	68%	-	20%
Returned to Parents from Foster Care	17% ever	-	36% annually
Court-Ordered Placement	38%	-	73%

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## SUPPORT

61 Foster  
Families  
Honored  
With Awards

The following are our major accomplishments, over the past two years, supporting and strengthening the foster care system.

1 - Sponsored a statewide Foster Parent Recognition Event, held on May 10, 1986. Awards were presented to 61 foster families from across the state, in recognition and appreciation of their special contribution on behalf of foster children.

Among the foster parents honored were:

Jean Bergstrom, of East Falmouth, who provides care for adolescent girls with serious emotional and behavioral problems. She was also a driving force behind the creation of the Massachusetts Association for Professional Foster Care, where she is now president.

Flor and Carlos Morales, of Springfield, who have taken emergency placements, and who recently adopted a five-year-old whose health and emotional stability have improved dramatically since being with them.

Gloria and Robert Gilmore, of Worcester, have provided excellent care to over 60 infants with special needs during the past 15 years. They are currently caring for a child who requires around-the-clock specialized care.

“

"We wanted to choose foster parents for these awards who exemplify the 'spirit of foster parenting': the tremendous commitment, energy, skill, and caring which comes through so clearly as you hear each of these foster parents' stories. The awards are an opportunity to express our appreciation to these particular foster parents and, importantly, to all our foster parents throughout the state."

-- Commissioner Matava  
May 10 Awards Event

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Foster Care  
Rates  
Increased

2 - With the assistance and support of the Legislature and the Administration, reimbursement rates for foster parents have been brought up to USDA (United States Department of Agriculture) standards. In Fiscal Year 1987, rates were increased from \$8.34 per day for children under 13 to \$12.04 per day, and from \$11.49 per day for children 13 and older to \$14.44 per day.

Foster Parent  
Association  
Formed

3 - Supported the formation of the Massachusetts Association for Professional Foster Care (MAPFC). The Department has paid 1986 membership dues for all current foster parents, and will continue to pay for all new foster parents' first year of membership. The Commissioner meets regularly with the Association.

4 - Conducted 6 regional spring conferences for foster parents yearly, offering recognition, professional development and training opportunities.

5 - Initiated "The Professional Parent", a quarterly newsletter for foster parents. In FY'86, the newsletter was redesigned and reformatted.

## TRAINING

Pre-Service  
Training  
Established for  
Foster Parents

1 - Established MAPP, "Massachusetts Approach to Partnerships in Parenting", a mandatory, ten-session pre-service training program for foster and adoptive parents. The MAPP curriculum emphasizes the role of foster parents as partners, members of a professional team, with permanency planning as the goal for children.

-----“-----  
We recently completed the MAPP course, and we felt that the content of MAPP was fresh, thought-provoking, lucid, and powerful. It's intent -- to grant partnership status to foster parents -- is one of the most outstanding changes in foster care in decades."

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-- Bonnie Saulnier, Waltham Foster Parent



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MAPP,  
continued

During 1986, almost 1400 individuals have participated in MAPP. 70 MAPP programs are planned for FY'87.

Training  
Institute  
for Foster  
and Adoptive  
Parents Created

2 - Designed the Family Resource Training Institute, an in-service training program for foster and adoptive parents. Sessions began in September 1986, with 63 workshops planned for the year.

In addition, 45 courses at the Social Work Training Institute have been made available to foster and adoptive parents.

3 - Have undertaken an effort to make foster parents eligible for the tuition remission program in the state college system.

STRENGTHENING  
SERVICES

New Forms and  
Procedures  
Improve  
Administration

1 - Developed new forms and procedures to improve administration of foster care. New forms include: General Agreement Between DSS and Foster Parents, Child Placement Agreement, and policy and procedures for the approval of family resource providers which include homestudy guidelines for child selected foster homes. These forms and procedures were implemented during fall 1986, at which time the two agreements were also produced in Spanish. In addition, a Foster Parent Resource Guide will also be developed during FY'87, and foster home case files will be brought into the Department's modernized case file system.

Foster Care  
Review  
Implemented

2 - The Foster Care Review Unit began operating on July 1, 1985, and during FY'86, volunteer case reviewers working with Foster Care Review Unit Staff in 20 area offices conducted 4355 case reviews. The reviews are conducted every six months for children in foster care to assess the appropriateness of placement.

Additional staff positions allocated for FY'87 will allow full implementation of Foster Care Review in all area offices.



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Pilot Programs  
Provide  
Specialized  
Foster Care

3 - In FY'85, the Department developed programs of specialized foster care on a pilot basis, with one program in each of 6 Regions. Through these programs, foster parents receive training and extra compensation to work with special populations, such as severely disturbed, acting-out adolescents, or children who have been sexually abused.

The pilot programs were continued in FY'86 and will be expanded over the next two years.

4 - Foster children now all carry Medical Passports, which keep track of their medical histories and help ensure regular health care.

5 - The range of improvements in the foster care system will allow Public Approval by the Office for Children to become a reality during Fiscal Year '87. OFC began conducting site visits to DSS area offices in early 1986. It is expected that they will complete their visits by January 1987 and will approve the Department for issuance of a full, regular license as a foster and group care placement agency. The Gardner Area Office and the Norwood Office were the first offices to have completed the process and were approved for licensure in December 1986.

The completion of the Public Approval process represents a milestone in the development of the Commonwealth's child welfare system.

RECRUITMENT

Department  
Launches  
Foster Parent  
Recruitment  
Campaign

In January 1986, the Department launched a statewide foster parent recruitment campaign. The campaign's goals are both to recruit new foster families and to retain and support current ones -- by publicizing our need for foster families and presenting a positive image of foster parents as professional caregivers.

During 1986, over 2700 recruitment events or initiatives took place across the state, resulting in over 2800 inquiries from prospective foster parents.

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With the assistance of the Center for Communications Media at the University of Massachusetts, a logo was developed, with the slogan "Our Commonwealth". The following recruitment materials featuring the new foster care logo were produced for statewide distribution:



- a brochure, "Professional Parenting"
- the redesigned Professional Parent newsletter
- English and Spanish Recruitment Flyers
- t-shirts
- buttons
- bumper stickers and
- canvas bags.

In addition, a Foster Parent Appreciation Calendar for 1987 was produced in December 1986 as a holiday present to all Department foster parents.

During FY'87, a series of recruitment bookmarks will be developed and produced, and the brochures will be produced in Spanish. Recruitment materials will also be developed in other languages.

Honorary Chairperson for the campaign during 1985 and 1986 was WBZ-TV news anchor Jack Williams. Media involvement in the campaign has included foster parent profiles on Williams' "Wednesday's Childs" series, as well as public service announcements by WBZ-TV and by radio stations WILD and WSSH. In addition, following the Foster Parent Recognition Event on May 10, profiles of foster parent recognized at the event appeared in newspapers across the state.

Other efforts have included:

- public speaking engagements
- radio and cable television programs
- appearances at community events
- feature articles in local papers
- coffee hours

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- informational meetings, and
  - recognition events.

Corporate support for the campaign has been offered by:

- Garelick Farms
- New York Air
- The Parker House
- Boston Edison
- Mass. Food Association members:
  - Star Markets
  - Shaw's
  - Stop and Shop
  - Purity Supreme Markets
  - Angelo's
  - Big Y
  - Demoulas
  - Heartland
  - Roche Brothers
  - Trucchi's
  - Iandoli's
- Massachusetts Wholesalers of Malt Beverages, Inc.

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# A Foundation in Place:

## 2. Case Practice

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### A Restatement of Philosophy

The past two years have seen some significant developments in support of case practice, the foundation of social work and case management.

In February 1986, the Department promulgated its new Regulations, which include a thoughtful restatement and clarification of the Agency's difficult and double-edged mission:



"The policy of the Commonwealth of Massachusetts and therefore of the Department is to strengthen and encourage family life so that every family can care for and protect its children. To that end, the Department will make every reasonable effort to encourage and assist families to use all available resources to maintain the family unit intact. However, for so long as a family cannot or does not provide the necessary care and protection for its children, the Department will intervene to protect the right of the child to sound health and normal development.

This dual obligation -- to protect children and yet simultaneously to respect the right of families to be free from unwarranted state intervention -- presents an inherently difficult balance to strike. Yet this is precisely the Department's mandate. The effort to balance these two basic obligations, above all others, shall govern the Department's activities."

-- Department of Social Services  
Regulations (110 CMR)



The new Regulations take a thorough step-by-step approach through all the stages of case practice, from intake on through to case closing. They are written not in "legalese" but in a "user-friendly" style, which is accessible, concise, and clear. They also include commentaries, with examples, for additional clarity and for further assistance with case-by-case judgments.

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Other new supports to case practice include the following:

New Manual  
Guides  
Case Practice

1 - Developed and produced a Case Practice Policy and Procedures Manual, which includes policies, procedures, and forms for case documentation, covering the complete array of case practice issues. The new Regulations are also located within this manual.

Assisting with the development of this manual was the Case Practice Work Group, which includes social workers, supervisors, and representatives from the social workers' union, SEIU Local 509.

Distribution of the manuals, which included staff training in its purpose and utilization, was completed during the Spring and Summer of 1986.

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"A priority in the drafting of this manual was to develop a comprehensive and accessible tool for the social worker. The contents include guidance in answering many of the concerns and questions raised by field staff in the performance of their jobs. This material is located in one consolidated resource document which will enable legal, administrative, and direct service staff to function under consistent guidelines statewide."

-- Commissioner Matava  
Case Practice Manual  
Transmittal Letter

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Case Records  
Standardized

2 - With assistance from a federal grant and with input from social work staff, a new format for case documentation was developed and implemented statewide. The Department now has a standardized system for case records management.



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Case Records,  
continued

THE OFFICE magazine (Office Publications, Inc., Stanford, CT.) featured an article on the Department's innovative format for keeping track of the 30,000 families who receive services each year.

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"DSS files are of critical importance, since they form the basis for Agency accountability and liability. Records not only document the handling of each case but, in many instances, record a child's life history. Standardization did not exist before 1984... Now, after a year of use, the new case-file binders have accomplished the objectives for which they were designed. Standardization is now in effect in DSS offices throughout the state."

-- THE OFFICE, June 1986

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A Resource for  
Investigations

3 - During FY'85, an Investigations Manual was developed and distributed. A supplement to investigations trainings, the manual provides guidance for social workers conducting investigations of child abuse and neglect.

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"The nature of the investigation may create an adversarial relationship between the worker and the family. Discussing problems will be difficult and will be met with some resistance. Communication can only be accomplished if the worker emphasizes in a non-threatening, non-accusatory, matter-of-fact manner, that the Agency's primary objectives are to assure the child's safety, to determine the validity of the report, and to limit intervention in family life.

-- Investigations Manual

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4 - A Service Resources Manual has been developed for distribution during FY'87. This manual provides information about specific services available within DSS and from other agencies, and about how to gain access to these services for DSS children and families.

5 - FY'87 marks the Social Work Training Institute's fourth year. Fifty-four courses were offered in FY'85 and 57 in FY'86, covering such topics as Minimizing Placement Trauma; Incest: Family Dynamics; Interviewing Skills; and Working With Adolescents.

In addition, over the past two years, an estimated 600 new social workers have participated in the Institute's 11-session pre-service training program.

The Department's Professional Development Program has also assisted over 1400 employees during the past two years with tuition reimbursement, enabling them to obtain Associates, Bachelors, and Masters degrees.

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# Breaking The Silence:

## 3. Child Sexual Abuse

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### Heightened Awareness Has Led to Increased Reports of Child Sexual Abuse

The last several years have seen dramatic increases in the reporting of all types of child abuse and neglect, but the most striking increases have been in reports of child sexual abuse. The sexual abuse of children has been the subject of extensive media attention, both nationally and locally, and we have seen heightened awareness, sensitivity, and knowledge on the part of both professionals and the general public.

During the first six months of 1984, the rate of children being reported as sexually abused was 65% higher than in 1983. Substantiations rose by a similar 63%. These increases compare to a 21% increase in all abuse and neglect reporting and a 31% increase in all substantiations over the same periods.

Fiscal Year 1985 saw a 37% increase in reports of child sexual abuse for the second year. The numbers levelled off in FY'86: from substantiated reports of sexual abuse involving 3513 children in FY'85, to substantiations involving 3148 children in FY'86.

### DA Referrals Involve 2189 Children in FY'86

During FY'85, cases involving 1255 children were referred to the District Attorneys for possible prosecution. During FY'86, cases involving 2189 children were referred. Of these, 96% involved sexual assault or exploitation. Of the children involved, the ratio of girls to boys was 74% to 26%.

### Department Has Developed an Array of Programs

During FY'85, the Department funded one million dollars of new sexual abuse programs, focused on intervention, treatment and prevention of child sexual abuse. These programs were continued during FY'86.

1 - Purchased anatomically correct dolls, dollhouses with family figures, puppets, and art materials, to aid social workers in interviewing children during investigations of sexual abuse.

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2 - Purchased video equipment for all 40 area offices and trained staff in its use. The equipment is used to tape interviews with children during investigations of sexual abuse, to reduce the number of interviews for the child and for possible use in prosecution. In 1985, a state law was passed that allows children under 15 to give videotaped testimony, at the judge's discretion, if the court finds that the child would be further traumatized by testifying in front of the accused.

**SAIN Teams  
Provide  
Multi-Disciplinary  
Intervention**

3 - Developed models for multi-disciplinary intervention and established programs in three DSS regions.

The models bring together the DSS social worker and supervisor, a DSS attorney, a police officer, a psychologist, and a pediatrician in a Sexual Abuse Intervention Network (SAIN) Team. The social worker's interview with the child is conducted with other team members either participating or observing. This cooperative approach reduces the number of interviews for the child, lessening the trauma of the investigation.

The team's evaluation forms the basis of the treatment plan, and the team continues to participate by helping to coordinate multi-disciplinary provision of services to the child and the family.

**Treatment  
Programs Help  
Children and  
their Families**

4 - Developed programs across the state for the treatment of child sexual abuse. These programs provide counseling for children and for their families, on an individual, group, or family basis. Many of these programs are conducted in cooperation with medical and mental health professionals.



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Self-Help Groups  
Established for  
Perpetrators

5 - Developed, in cooperation with the Massachusetts Society for the Prevention of Cruelty to Children, regionally-based self-help groups for perpetrators of child sexual abuse. Through these groups, offenders support each other in coming to understand and accept responsibility for their offenses and in learning to change behavior. This project also includes community education about the rehabilitative process.

Prevention  
Programs Teach  
Personal Safety

6 - Initiated sexual abuse prevention programs, through which teachers, day care workers and others are trained to conduct personal safety workshops for children. The workshops teach children how to recognize and say "no" to unwelcome touch, and how to ask for help.

Administrators, teachers, and day care staff are also trained in the identification of child sexual abuse and in the selection of appropriate staff for schools and child care settings.

7 - Received a federal grant to study outcomes of treatment for the children and their families who who have been sexually abused. The study will assess accomplishments of various treatment programs and will seek to determine which aspects of those programs help make those accomplishments possible.





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## 4. Focus On Adolescents

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### Department Focuses on Services to Adolescents

Over the past two years, the Department has increased its focus on services to adolescents. A statewide Adolescent Issues Task Force has helped guide agency planning and programs in this area.

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"Adolescence ... is a difficult passage for all youths, but for youths from severely troubled families, the passage can be more difficult, devoid of the structure and nurturance that healthier families can provide. The capacity to serve these adolescents comprehensively and effectively continues to be a significant challenge for the human services field."

- Adolescent Issues Task Force  
Summary Report, December 1985

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### Adolescents Are 41% of Children in Foster Care

Currently, adolescents comprise 25% of the Department's caseload and 41% of children in placement. Of those in placement, adolescents are 41% of children in foster care and 73% of the group care population.

### A Complex, Troubled Population

Increasingly, the adolescents being served by the Department are extremely troubled, with complex problems and needs. They are abusing alcohol and drugs, have been hospitalized for severe emotional problems, are on the run, or are at risk of suicide.

During Fiscal Years '85 and '86, the Department:

### Assessment Programs Developed

1 - Developed five Adolescent Assessment Programs: short-term, staff-secure residential programs for adolescents who have "bounced" through the human service system. The programs' goals are to stabilize youths' behavior, assess their needs, and coordinate after-care services.

	2 - Included adolescents in the populations served by the <u>specialized foster care</u> pilot programs, specifically teen parents, older adolescents who are headed toward independent living, and acting out youth.
Guardianship: An Alternative Permanent Plan for Older Adolescents	3 - Continued and expanded the subsidized guardianship program. Fifty-four children had guardianships legalized during FY'85, and 86 during FY'86. Guardianship is an alternative permanent plan for older adolescents for whom return home or adoption is not feasible. It legalizes the bond between these adolescents and their foster parents, who have often become their "emotional families."
689 and 707 Provide New Resources for Adolescents	4 - Developed new residential programs -- in partnership with the Executive Office of Human Services and the Executive Office of Communities and Development -- combining human service funding with <u>Chapter 689 and Section 707</u> housing monies. These programs, which are slated for FY'87 start-up, are targeted for older adolescents, teen parents, homeless families, and women in transition.  5 - Developed policies and procedures in order to implement Chapter 688, " <u>The Turning 22 Law</u> ", which is aimed at coordinating services for special needs youth graduating from 766 programs or turning 22.  6 - Also developed policies and procedures for the <u>Pysch Under 21 Program</u> , which extends Medicaid benefits to children (many of whom are adolescents) in private psychiatric hospitals.
New Program Helps Prepare Adolescents for Independence	7 - Developed an <u>Independent Living Initiative</u> , for FY'87 implementation in partnership with the Judge Baker Guidance Center. This project will implement an assessment tool to better identify adolescents' needs in preparation for self-sufficiency, help staff develop service plans that reflect these needs, and train staff and foster parents to prepare adolescents for independent living.

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8 - The Department's FY'85 Needs Assessment took a special look at adolescents and foster care, providing specific information, for each DSS area, about the number of adolescents who need foster placement and the number of foster parents who are able and willing to care for adolescents.

9 - Started a monthly column in the DSS UPDATE, to share information about innovative services for adolescents around the state and about resources available for DSS youths.

10 - Developed an Adolescent Services brochure, to be printed and distributed in FY'87, which describes services available from the Department and answers questions for families currently receiving services.

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"When you come into an area office, a social worker will talk with you to help you figure out what you need...will help you get the services you need and meet with you regularly to see how things are going.

DSS can only help you if you accept help. The entire family needs to be actively involved in planning services, participating in services, and meeting with the people who provide services. As partners, we can work to help you stay together as a family."

-- DSS brochure,  
"Adolescent Services:  
Questions and Answers"

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# Food, Clothing, Shelter:

## 5. Housing the Homeless

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### Introduction

Homelessness has in recent years become a problem of increasing proportions, and of increasing concern to the social service and housing agencies of the Commonwealth. Every day, 500 families occupy the 26 family shelters across the state, keeping them at full capacity. In addition, 450 to 500 families reside in hotels and motels as emergency shelter.

### 2100 Families Locate Housing Through Inter- Agency Initiative

From July 1985 to November 1986, an interagency homelessness initiative secured permanent housing for over 2100 homeless families. The initiative was undertaken by the Executive Office of Communities and Development and the Executive Office of Human Services, involving both DSS and the Department of Public Welfare.



"What began as a small pilot project quickly grew into an effort which has brought hope and security to 2,162 families throughout the state. The roads leading to homelessness have been well documented. Now, in Massachusetts, we can offer homeless families a road out."

-- Human Services Secretary  
Philip Johnston, 11/26/86



### Homeless Specialists Advocate for Families, Meet With Landlords

As its part in the initiative, DSS hired 27 Homeless Specialists across the state. They work closely with landlords and representatives from other agencies in their communities. From November 1985 to June 1986, over 450 families were placed out of motels or off the streets into shelters and permanent housing.

Homeless Specialist Annie DeMartino was recognized by Governor Dukakis for her outstanding work with landlords and homeless families in Fitchburg.

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"A key part of the Homeless Specialist's job is reaching out to landlords, meeting with them to educate them about rental subsidy programs and about people on assistance who need housing. It involves a lot of advocacy, with both landlords and clients."

-- Judith Riley,  
Asst. Deputy  
Commissioner, DSS  
Boston Globe, 8/14/86

"I went right to the source of the problem -- the landlords. I picked a few, presented my case, took them to motels to meet the families needing housing, and human nature took its course. It took a referee -- that's what I call myself -- to sort out the problem. I do my research and match people up. Nobody loses in this game."

-- Annie DeMartino  
Housing Specialist  
DSS, Fitchburg  
Area Office  
Boston Globe, 8/14/86

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#### Cape Program Has Served as Model

The Department's Cape and Islands homeless program has served as a model for the rest of the state. The Homeless Unit, in conjunction with contracted services from a housing assistance agency, works with each family according to their needs.

This "housing casework" approach includes providing information about the steps to finding affordable housing, completing all applications for subsidies, and identifying longer term barriers. To meet families' many other immediate needs, other services include providing for transportation, medical care, food, supplies, child care, recreation, and counseling.

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"Helping these families find homes for their children and a real place in the community has been extremely rewarding for our workers. Through these efforts and our transitional living programs, we are able to give these families real tools for returning to their communities."

-- Commissioner Matava, 11/26/86

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At a press conference held in November 1986 at Project Hope, a family shelter in Dorchester, EOCD, EOHS, DSS and DPW announced progress on the homelessness initiative, which had been publicly launched at the same site a year earlier.

Joining state officials at the announcement were Diane Vega of Roxbury and Janeen Morse of East Falmouth. The Vega family lived in a family shelter, and the Morse family in a motel on the Cape. Through the 707 rental certificate program and the assistance of their local case workers, both women are living today in rental housing, and their children are enrolled in local schools.



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# Quality, Accessibility, Affordability,:

## 6. Day Care

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### DSS Funds 20,000 Day Care Slots

The Department administers over 66 million dollars of day care, subsidizing almost 20,000 day care slots in over 600 contracts. The cost of this service is offset with the assistance of the Public/Private Partnership Program (\$3.6 million) and by sliding fees paid by consumers according to income (\$5.4 million).

### Department Participates in Partnership Project

The Department has participated actively in the Day Care Partnership Project convened by Governor Dukakis in FY'85. The Project brought together providers, state agency staff, child care experts, educators, and labor representatives. This was a diverse group that cooperated to produce a comprehensive plan to improve the quality, availability and affordability of day care in Massachusetts.

DSS initiatives in keeping with the Project's recommendations include:

- 1 - a 14% salary upgrade for day care staff.
- 2 - a standardization of rates for family day care providers to \$10 per child per day.
- 3 - an increase of \$1 per child per day for protective day care.

Other Department initiatives include:

### Alternating Intake Improves Accessibility

1 - Implemented an Alternating Intake System, which was cooperatively developed by both state agencies and advocates. AIS has assisted all eligible populations in obtaining fair and equitable access to basic day care contracted slots.

2 - During FY'86, providers brought to the Department's attention their experiences with increases in operational expenses (such as liability insurance, transportation, repairs and maintenance) that exceeded the annual 4% cost-of-living adjustment. The Department assessed the issue, identified the agencies affected most severely, and allowed increases in operational line items for those programs in the greatest jeopardy.



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Voucher Day  
Care Services

3 - Since 1985 there has been significant change in the Voucher Day Care Program due to the success of the Welfare Department's ET/CHOICES Program. At the beginning of FY'85, voucher day care was used for two populations: participants in the Work and Welfare Program, and Children with supportive service needs. During FY'85 the Department of Social Services decided to convert all of the supportive service slots to contracted day care so that more comprehensive and formal support services could be provided for this population. By the start of FY'86 voucher day care served only those children whose parents were participants or graduates of the ET/CHOICES Program.

4 - Due to the caseload growth there was a significant increase in the number of voucher providers at this time:

Increase in Voucher Day Care Providers

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	FY'85	FY'86
Independent Family Day Care	424	620
Family Day Care System	32	60
Center-Based Facilities	<u>546</u>	<u>731</u>
	1,002	1,411

- The above chart shows an increase of 41%
  - There are at least 10 homes per system
-

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5 - The growth in the number of voucher consumers is even more startling during this same period. At the start of fiscal year 1986 the caseload was 3,826. Just one year later the caseload was 6,128, representing a 60% increase statewide.

6 - Since the Voucher Program was only serving the welfare population, DSS decided to change the way the system had been managed. Prior to this time voucher day care was managed in two different ways -- through local DSS area offices and through two contracted vendors called voucher management agencies. In July of 1986, the entire state was converted to ten voucher management agencies which provide services to consumers and providers, such as information and referral, counseling and provider reimbursement.



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# Finding Families "For Keeps":

## 7. Adoption Recruitment

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### Introduction

Ten-year-old Alesha, when asked what she would like for her birthday, said she would like "a family... for keeps." The Department sponsors two major adoption recruitment features, both of which celebrated anniversaries in 1986.

### "Sunday's Child" Marks Tenth Anniversary

The "Sunday's Child" column, appearing weekly in the Boston Sunday Globe, marked its tenth anniversary in November 1986. The series has profiled over 640 children with 84% of the children placed in adoptive homes in the past ten years and is the longest on-going adoption media recruitment feature in Massachusetts. The column is written by Susan Klibanoff and coordinated by the Massachusetts Adoption Resource Exchange.

### "Wednesday's Child" Turns Five

In addition, WBZ-TV's "Wednesday's Child" celebrated five years of programming in October. The program has featured over 120 children in its five years, 95 of whom have been placed with permanent families. Hosted by WBZ-TV news anchor Jack Williams, the program is a collaborative effort among DSS, the Massachusetts Adoption Resource Exchange and WBZ-TV.

Both "Sunday's Child" and "Wednesday's Child" focus on profiling special needs children, adolescents, and sibling groups.

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"Chaz is a two-year-old boy who interacts with people well, loves attention and has a very appealing smile. Although he has mild cerebral palsy, he is beginning to learn to walk. His social worker explained that he will require special care such as daily exercise routines, early intervention program and structured feeding schedules.

As a result of appearing on "Wednesday's Child" on May 28, Chaz received four calls from interested families."

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-- DSS UPDATE , 6/15/86

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**"Wednesday's  
Child" Receives  
Presidential  
Citation**

In June 1986, WBZ-TV was recognized with a Presidential Citation for its involvement in the "Wednesday's Child" series. The program was among 69 projects selected for citation, chosen from 1500 entries nationwide.

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" 'I'm no angel,' Williams stressed after playing catch with a boy soon to be spotlighted on "Wednesday's Child".

'Far from it really.'

After casting an affectionate glance at the beaming youngster, Williams added, 'But I'll tell you, I've sure met some.' "

-- The Boston Herald, 12/5/86

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**New Program  
Serves Children  
and Families in  
Western MA**

"Today's Child" hosted by WWLP-TV 22 in Springfield and news anchor Dave Madson is a weekly televised series featuring programs related to children and families. The series also features children in need of a visiting family resource or foster/adoptive placements. The "Today's Child" program is a western Massachusetts effort sponsored by WWLP-TV 22, Brightside for Families and Children, and the Department of Social Services.

**"Congratulations,  
It's a Teenager!"**

The Department's Western Massachusetts Region conducted a survey which indicates that 30,000 households -- over one tenth of households in the region -- would be willing to adopt a teenager in the next five years. In response to the survey's results, the Region developed an adoption recruitment program, "Adopteen", which includes a direct mailing of educational materials and sign-up forms to households that fit the survey's profile. The materials feature the slogan "Congratulations, it's a teenager!".



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## 8.

# Pride in Performance

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"Pride in  
Performance"  
Recognizes  
DSS Employees

The Massachusetts Performance Recognition Program, "Pride in Performance", focuses attention on achievement by state employees, "people who have demonstrated innovation and dedication in their work, a concern for the public trust, and a commitment to excellence".

“

"This is the third year that we have been able, through this program, to turn the spotlight on some exceptional staff, to focus on the professionalism of state employees and the excellent work being done at all levels of state government. We can all take pride in both our individual and collective performance -- in our day-to-day achievements, our commitment to public service, and our accomplishments on behalf of families and children."

-- Commissioner Matava  
DSS UPDATE, 8/1/86

”

The following DSS employees were honored with Commonwealth Citations for Outstanding Performance in 1985 and 1986.

1986:

Nancy Reiche  
Operations Manager, Region I  
Agency Nominee for Manuel Carballo Award for  
Excellence in Public Service

"For great consistency, deep loyalty to the Agency and to her own goals, and pride in accomplished results, which have carried Region I's operations through the DPW/DSS transition and achieved the enormous growth, stability and incentive the Region shows today."

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Contract Management Staff, statewide

"For hard work, dedication, leadership, and adaptability to frequent changes, shown by all Department staff involved in the Fiscal '86 wage upgrade for direct-service staff of service-provider agencies; for their collective effort, which enabled the Agency to implement the initiative within reasonable timeframes, maintain good provider relations, and upgrade salaries of direct care staff by an average 15%."

Ernestine Johnston  
Program Coordinator, Region I

"For making several significant contributions, over the past year, to the budget and financial management systems of Region I, and for becoming essential to the operation of fiscal and budget tracking systems for the entire Region."

Agnes Sahagian  
Head Administrative Clerk, Worcester Area Office

"For always showing enthusiasm, commitment and creativity in her job, managing to accomplish her routine tasks and to fill in the gaps when there is an overload on the other unit clerks; for becoming a role model in effective time management not only to clerical staff but to social work and management staff as well."

Mary Miskinis, Helen O'Connor, Mary Scott  
Principal Clerks, Worcester Area Office

"For carrying out responsibility for the work flow of 77 supervisors and social workers, continually performing an enormous array of near-impossible tasks under daily pressure; for working agreeably and cooperatively under such difficult circumstances, making the stressful job of social work easier for area staff."

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Anita Washington  
Supervisor I, Tri-City Area Office

"For quality leadership; for clinical expertise which is recognized and sought out by area staff and by other professionals in the community; for seeking out the opportunity to co-lead a sexual abuse perpetrators group, the success of which is in large part due to her efforts to ensure quality intervention to an under-served client group; for helping to significantly increase staff's ability to serve and understand the perpetrator in family sexual abuse cases."

Valerie Santry  
Program Development Specialist, Norwood Area Office

"For working very successfully with a recently immigrated protective-service family; for establishing a trusting relationship with the family, becoming insightful of their problems, and being supportive and helpful; for enabling this at-risk family to experience a minimization of stress, and for precluding placement of the two children."

Jason Todd  
Social Worker II, Plymouth Area Office

"For directing five volunteer programs; for acting as an articulate spokesperson for our consumers, developing programs to meet their needs and being willing to share her creativity and energy with others; for actively trying to narrow the gap between the reality and ideals of social work."

Gerald DeFina  
Social Worker II, Cape & Islands Area Office

"For on-going and conscientious efforts in establishing a group therapy program for

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sexual offenders; for energetic and enthusiastic involvement over the past year; for a highly successful program, as attested to by the active participation and evident commitment of the offenders involved in the group."

Thomas Harrigan  
Supervisor I, Boston/Brookline Area Office

"For being extremely supportive and helpful, especially in crises; for resourcefulness and extraordinary clinical insight; for improving the quality of communication and understanding between the office and foster parents, and making his workers and foster parents feel that they are an important and valued resource."

1985:

Helen M. Whitman  
Program Development Specialist  
Lawrence Area Office  
Agency Nominee for Manuel Carballo Award for Excellence in Public Service

Roberta DiLazzaro  
Social Worker, Cape & Islands Area Office

Marie Palumbo  
Social Worker, Costal Area Office

Howard Sands  
Supervisor, Gardner Area Office

Sherrie Lookner  
Regional Day Care Specialist  
Regional Office, Boston

Susan Lehotsky  
Director of Child Benefits  
Office for Professional Services  
Central Office

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1985  
continued

Marie del C. Miller  
Principal Clerk, Homefinding Program Unit  
Cape Ann Area Office

Tri-City Intake Unit  
Tri-City Area Office

Pittsfield Screening Unit  
Pittsfield Area Office

1984:

Eleanor Dowd  
Area Director, Beaverbrook Area Office  
Agency Nominee for Manuel Carballo Award for  
Excellence in Public Service

Hispanic Task Force, statewide

Forum for Social Work and the Law Steering  
Committee, statewide

Doris Ammirato  
Principal Clerk, Westfield Area Office

Judith Linkous  
Social Worker II, Gardner Area Office

Protective Intake Unit, Lynn Area Office

Madeleine McGowan  
Director, New Chardon Street Temporary Home for  
Women and Children

Consumer Action Office, Central Office

Carol Casiello  
Senior Budget Administrator, Central Office



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In addition, the following employees  
received Special Recognition Awards from the  
Department:

**1984:**

Elizabeth Pearce, Region I

Mary Grudzinskas, Region II

Frances Carbone, Eastern Middlesex Area Office

Sexual Abuse Task Force, Region IV

Priscilla Dillon, Newton Area Office

Diane Gasparini, Region VI

Paula Sweeney, Region VI

Anne Cohen, Central Office

Joyce Lenkiewicz, Central Office

Patricia Moffett, Central Office

Nova/Team (MAPP) Statewide Implementation Groups

**1985:**

James Plante, Region I

Dennis Coleman, Region II

John Donovan, Region III

Nora Trudeau, Region III

Neal Michaels, Region IV

Joan Parker, Region V

Plymouth Sexual Abuse Treatment Team, Region V

Gloria Nieves, Region VI

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Recognition  
Awards  
continued

Denise Bent, Central Office

Elizabeth Smith, Central Office

Nova - Foster and Adoptive Parent Training  
Project Statewide

1986:

James Young, Region I

George Casey, Region III

Jacqueline Gervais, Lowell Area Office

Mary Billingsley, Concord Area Office

Holly Mykulak, Framingham Area Office

Doreen Casey, Region V

Nelly Gogacz, Taunton Area Office

Investigation Unit, New Bedford Area Office



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# Et Cetera: A Survey of

## 9. Other Accomplishments

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49,799 Children  
Involved in  
Abuse or Neglect  
Reports in FY'86

1 - Received reports of child abuse or neglect involving 49,799 children. Of these children, 18,295 had reports substantiated after investigation, and they and their families were provided with services.

Resource  
Management  
Computerized

2 - Implemented the Resource Management Module of the Department's computer system, ASSIST, bringing the purchase-of-service system into the 80's and providing improved fiscal tracking and management.

3 - Through the Minority Business Enterprise program, the Department purchased 7.3% of its FY'86 goods and services from minority-owned/operated businesses and agencies. During FY'87, DSS will continue to expand participation of minority vendors in its purchase system.

4 - Accomplished successive wage upgrades for provider agency staff: an average 8% upgrade for day care staff in FY'86 and an average 15% for other social service staff.

5 - Increased the Department's revenue by improving collection of SSI and other federal benefits for children in care.

Thank-yous for  
Holiday Generosity

6 - At Christmastime each year, many groups reach out to DSS families and children. Regretably we are unable to list every person or organization who contributed. The Department would like to thank everyone involved in these projects, including:

Massachusetts Malt Beverage Wholesalers for their generous \$10,000 donation, used for Christmas presents for foster children. 1986 marked the 28th year that this group has made a holiday donation for foster children.

During recent years Bradley's Department Stores has allowed our social workers to shop at several of their stores statewide at a special discount, so the donation from the Brewers Association stretched even farther.

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The Saint Francis Parish of Fitchburg for their annual Advent Gift Project. This group received a special thanks from Governor Dukakis this past year.

As well as New York Air and the Charlestown Naval Yard for their holiday parties for DSS children.

The local media in Attleboro for helping with a multi-media gift drive for foster children, including announcements on WARA radio, Inland Cable, and in "The Attleboro Sun-Times." Gifts valued at a total of \$30,000 were donated. This highly successful effort was sponsored by DSS, the Office for Children, and Big Brothers/Big Sisters.

WTAG radio in Worcester for sponsoring its 30th annual "Christmas for Children" project. By soliciting donations from the community and making pitches throughout their regular programming, the station collected \$15,000 used for children's holiday presents.

The employees of Digital Equipment Corporation in Westminister, who rallied to the holiday cause and donated \$1100 worth of toys and other gifts to the Fitchburg Area Office.

Warner Amex Cable for donating \$5000 toward presents for foster children in these areas of Region III: Eastern Middlesex, Tri-City and Lynn/Chelsea. With children's "wish lists" in hand, family resource staff purchased gifts with the donated monies.

The Old Colony Memorial Newspaper for their assistance to the Plymouth Area Office. For the past five years they have run a mini-Globe Santa to raise donations for holiday clothes and toys. This year, they donated nearly \$30,000.



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# At a Glance:

## 10. A Statistical Overview

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### Department's Caseload, June 30, 1986:

23,035 families

### Children Reported Abused or Neglected

	Children	Increase	Children w/Substantiated Reports	Increase
FY'84	41,116	26%	14,556	17%
FY'85	49,465	20%	17,830	22%
FY'86	49,799	1%	18,295	3%

### Children With Substantiated Reports of Sexual Abuse

	Children w/ Sexual Abuse Reports <u>Substantiated</u>	<u>Increase</u>	% of Total Children w/ Substantiated <u>Reports</u>
FY'84	1978	-	12%
FY'85	3513	78%	14%
FY'86	3148	-	14%

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### Children in Placement

#### Number of Children in Placement

Date	Foster Care	Group Care	Total
6/81	7,665	1,675	9,340
6/82	7,420	1,480	8,900
6/83	6,645	1,621	8,266
6/84	6,528	1,668	8,196
6/85	6,276	1,463	7,739

N.B.: Total percent change from 6/81 to 6/85: -17%

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### Children with Adoptions Finalized

#### Number of Adoptions Finalized

Fiscal Year	Adoptions
1980	279
1981	526
1982	578
1983	552
1984	425
1985	440 (est.)

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### Children with Guardianships Finalized

Fy'85: 54

Fy'86: 81

# Dollar and Cents:

## 11. The Agency's Budget

3/18/87

### DEPARTMENT OF SOCIAL SERVICES CHANGES IN RESOURCES\* FY81 - FY88

		FY'81	FY'82	FY'83	FY'84	FY'85	FY'86	FY'87	***** FY'88 HOUSE 1	FY81-FY88 % CHANGE
GROUP CARE	EOY #	1611	1544	1635	1598	1486	1513	1488	1440	
TOTAL	\$	30.7	28.7	31.4	36.9	34.2	35.4	41.3	40.8	33%
FOSTER CARE	EOY #	7593	6777	6648	6566	6528	6319	6085	6067	
TOTAL	\$	21.3	21.7	20.6	21.0	20.0	22.2	28.6	32.0	50%
ADOPTION	EOY #	1160	1371	1619	1799	1994	2363	2630	2730	
CONTRACTS	\$	1.3	1.3	1.2	1.3	1.5	1.7	2.0	2.1	62%
SUBSIDIES	\$	2.5	3.0	4.3	5.1	5.7	7.3	10.1	11.8	372%
DAY CARE**	EOY #	N/A	14,701	16,470	16,666	17,122	17,584	18,174	18,499	26%
TOTAL	\$	38.8	38.5	43.1	46.6	49.6	59.3	74.5	80.4	107%
SOCIAL SVCS. TOTAL	\$	33.2	33.1	36.6	43.8	45.4	50.7	52.0	51.8	56%
NEW PROGRAMS:										
HOMELESS		--	--	--	--	.3	.6	1.0	1.5	
RESPIRE		--	.5	1.5	3.9	3.5	4.4	5.1	5.3	
SEXUAL ABUSE		--	--	--	--	1.3	3.0	3.1	3.2	
ADOLESCENT SVCS.		--	--	--	--	.5	1.4	2.1	2.7	
YOUNG PARENTS		--	--	1.0	1.0	1.0	1.1	1.1	1.2	
TOTAL	\$	0	.5	2.5	4.9	6.6	10.5	12.4	13.9	268%
STAFF: TOTAL AUTHORIZED#		2735	2543	2651	2626	2665	2685	2704	2789	2%
TOTAL	\$	35.0	41.6	46.7	53.3	56.2	63.7	72.3	74.2	112%
DIRECT SERVICE (Includes F.C.R.)	#	1637	1637	1629	1651	1701	1759	1831	1871	14%
TOTAL	\$	22.4	26.4	30.1	34.3	36.2	42.0	48.2	50.1	124%
ADMIN./SUPPORT (Support, Legal)	#	1098	906	1022	975	964	926	873	918	(16%)
	\$	12.6	15.2	16.6	19.0	20.0	21.7	23.6	24.1	91%
ADMIN. OVERHEAD TOTAL	\$	12.5	12.3	11.3	11.8	12.3	12.3	13.5	14.4	15%
TOTAL SPENT	\$	175.3	180.7	197.7	224.7	231.5	263.1	306.7		
TOTAL APPROP/AVAIL	\$	184.9	196.4	202.2	225.2	247.3	268.8	306.2	321.4	74%
VARIANCE	\$	9.6	15.7	4.6	.5	15.8	5.8****	****(.4)		
CASELOAD										
INVESTIGATIONS	N/A***	N/A***	13,956	14,198	18,357	22,426				
ONGOING	N/A***	N/A***	N/A***	N/A***	17,519	18,068				
WEIGHTED GENERIC	N/A***	N/A***	N/A***	N/A***	19,541	21,198				

\* EXCLUSIVE OF CHILD WELFARE SERVICES AND OTHER FEDERAL GRANTS

\*\* DAY CARE SLOT NUMBERS INCLUDE DSS BUT NOT DPW VOUCHERS.

\*\*\* N/A: ASSIST CASE COUNTING NOT IMPLEMENTED UNTIL MID FY'83.

\*\*\*\* REVERSIONS/CARRYFORWARD, PRIMARILY \$2.3M (DAY CARE, FEES/UNDERENROLLMENT) AND \$2.1M IN SS8G

\*\*\*\*\* LARGELY THE RESULT OF FINANCING ISSUES RELATED TO FFY 86 GRAMM/RUDMAN AND FY 87 PHILANTHROPIC GIVING.

\*\*\*\*\* EXCLUSIVE OF RECOMMENDATIONS OF GOVERNOR'S COMMISSION ON FOSTER CARE



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## 12.

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# Hot Off the Press: Publications Available

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The following publications are available from the Department.

From the Office of Public Affairs, published in 1986:

Don't Shut Your Eyes to Child Abuse, an information packet.

Child Abuse and Neglect: Questions and Answers

Reporting Child Abuse: Guidelines for Mandated Reporters

Preventing Child Sexual Abuse: A Guide for Parents

Professional Parenting: The Family Resource Program

Plus, these two newsletters:

DSS UPDATE, printed twice monthly

"The Professional Parent", distributed quarterly

From the Office of Research, Evaluation, and Planning:

The Neglected Child: An Analysis of Child Neglect Reports Received by DSS: 1/1/84 - 12/31/84, published June 1986.

Sexual Abuse of Children, published September 1986.

Foster Children in Massachusetts, June 1986.

FY'86 Day Care Report, April 1986.

as well as other statistical studies and program evaluations.





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## 13. Statewide Advisory Counsel

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### Region I

Margery Shute  
Brian Rachmaciej\*  
Lynn Heisler  
Luz Wright  
James Williams\*  
Jeff Felix

### Region II

Janice Boutette  
Alice Hall  
Edward Riquier  
Constance Symczak  
Steven Antinelli  
Richard Stratton

### Region III

Kennith Harkins  
Bernie Bettencourt  
Mary Zarba-Crago  
Joyce Howell  
Rev. Joseph Rand  
David Russo  
Erin Doherty  
Maryann Zampell\*  
Nancy Tyler Higgins  
Harold Sparrow\*  
Nancy Roberts

### Region IV

Cesar Monzon\*  
Kristin Poole  
Francis Donnelly  
Richard Lenza  
Albert Ulman  
Henrietta Attles  
Peter Lawson  
Joseph Braga  
Karolyne White  
Joseph Nagle  
Rene Franks\*\*  
Barbara Kovar  
Lawrence Smith  
Sandra Baler  
Marilyn Hanabury  
Patricia Sweeney  
John Malloy

### Region V

Beverly Brogna  
Donna LeClair  
Francis Tobin  
Robert Jackson  
Robert Mattis  
Charles Benoit  
Louis Freedman  
Laurel Jonas  
Betty-Jane Scheff  
John Farnsworth  
Darlene Maguire

### Region VI

Charles Hauck\*\*\*  
J. Robert McLaughlin  
Philip Hansen  
Michelle Dames  
Edward Flynn  
JoAnn Washington  
Linda Ladd  
Joyce Scialabba

\*\*\* President

\*\* Secretary

\* Steering Committee Member



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## 14. DSS Regional and Area Directors

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<u>Region I</u>	Springfield	Federico Brid
Area 1	Pittsfield	Carolyn Burns
Area 2	Northampton/Greenfield	Daniel Donahue
Area 3	Holyoke/Chicopee	James Quinn
Area 4	Springfield	Joshua Miller
Area 5	Westfield	Michael Weekes
<u>Region II</u>	Worcester	Gerald Nugent
Area 6	Fitchburg	Ed Madaus
Area 7	Gardner	Nancy Driscoll
Area 8	Blackstone Valley	James Murphy
Area 9	South Central	Christine Millette
Area 10	Worcester	John Rocheford
<u>Region III</u>	Middleton	Ed Raynard
Area 11	Lowell	Jacqueline Gervais
Area 12	Lawrence	Julie Hardin
Area 13	Haverhill	George Cashman
Area 14	Cape Ann	Susan Drake
Area 15	Danvers/Salem	Margretta Buckley
Area 16	Lynn/Chelsea	Denise Maguire
Area 17	Eastern Middlesex	Beverly Sealy (Acting)
Area 18	Tri-City	Gerard Docherty
<u>Region IV</u>	Cambridge	John York
Area 19	Concord	Joel Tragash
Area 20	Arlington	Joan McGregor
Area 21	Beaverbrook	Eleanor Dowd
Area 22	Cambridge/Somerville	Bernadine Foster
Area 23	Marlborough	Richard Simonian
Area 24	Framingham	Robert Kelly
Area 25	Newton	James Breay
Area 26	Norwood	Margaret DiCori (Acting)
Area 27	Quincy	Jack Hauck
Area 28	Costal	Leo Harrod

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<u>Region V</u>	Brockton	Mary Adams
Area 29	Attleboro	Judy Abrahams
Area 30	Brockton	Michael Walsh
Area 31	Plymouth	Evelyn Strawn
Area 32	Taunton	Joan Loudon-Black
Area 33	Fall River	Sandra Fitzsimmons
Area 34	New Bedford	Lou Gomes
Area 35	Cape & Islands	Joseph Pare
 <u>Region VI</u>	 Boston	 Donna Makin
Area 36	Boston State	Rudy Adams
Area 37	Boston/Brookline	John Gardiner
Area 38	Boston University	Audrey Dickerson
Area 39	Tufts Bay Cove	Lillian Jackson
Area 40	Harbor/Temporary Home for Women and Children	Susan Gang



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